

# 5<sup>th</sup> International PUPOL Conference – Leadership in Progress: New Avenues in Studying and Developing Public and Political Leadership

On Thursday 15 and Friday 16 October 2020 the Leiden Leadership Centre hosted the 5<sup>th</sup> international PUPOL conference online. During this event we explored new ways of analysing and conceptualising public and political leadership, and in particular how academia and practice can collaborate to advance public leadership. With a programme full of interesting keynotes, panel sessions, workshops and seminars many inspiring insights were shared. Below you will find a short recap of the conference highlights.

- “As Leiden Leadership Centre we offer the platform for academics and practitioners to advance public leadership together.”

*Dr. Ben Kuipers*

- “Building on an approach of collaborative leadership, we should look at the actors of leadership.”

*Prof. Sandra Groeneveld*

**Thursday 15  
October**

**Opening by Dr.  
Ben Kuipers and  
Prof. Sandra  
Groeneveld**



**Thursday 15  
October**

**Keynote Prof.  
Arjen Boin and  
Sander Dekker  
(Dutch Minister  
for Legal  
Protection)**



- “What are the values and principles that can guide our decisions?”

*Sander Dekker*

- “Saying sorry is not a weakness, it is a strength”

*Sander Dekker*

- “You do not have to make decisions right away. Let us bring external experts to the table.”

*Sander Dekker*

- “Leadership is much about skills, not so much about applying a trick.”

*Sander Dekker*





## Preconference Early Career Network Event

- “If one is charismatic one is able to speak in a symbolic way.”  
*Prof. John Antonakis*
- “Charisma does not only work by directly affecting motivation of individuals but also by affecting the actual beliefs of that individual.”  
*Prof. John Antonakis*
- “Charisma is a costly signal”  
*Prof. John Antonakis*
- “Charisma is not just for CEOs or presidents; it is just as important in the trenches.”  
*Prof. John Antonakis*

## Science Meets Practice

Thursday 15  
October

### Keynote Prof. John Antonakis – ‘Charisma: What is it and does it matter?’



- “To properly understand leadership, we need to include insights from various disciplinary perspectives and geographical contexts.”  
*Prof. Richard Callahan*
- “One advice I could provide to early career scholars is: do not hesitate to actively engage in discussions on (good) leadership. Don’t be shy to take a more ‘activist’ attitude.”  
*Prof. Karin Lasthuizen*
- “What does it take to create a new global community of early career researchers in the leadership domain? This session lays the groundwork in terms of setting the goals, activities and platforms of the network!”  
*Moniek Akerboom*



Thursday 15  
October

### Workshop by Dr. Eduard Schmidt and Dr. Suzan van der Pas – ‘Leadership in Times of Crisis’

- “COVID-19 does not only pose new challenges to leadership in healthcare. It also underlines the importance of those leadership challenges that were already there.”  
*Dr. Eduard Schmidt*



- “We know what leaders do but not how it affects voters.”  
*Mazlan Maskor*
- “Traditional leadership focuses on only a small aspect of what leadership is. To get a full comprehension of what leadership looks like in relation to the context a behavioral repertoire perspective is needed.”  
*Marieke van der Hoek*
- “What drives public and political leadership? The notion that people deserve better and that we can do better.”  
*Prof. Richard Callahan*



**Thursday 15 October**

**Seminar by Prof. Zeger van der Wal and Jacqueline Kuyvenhoven – ‘Public Leadership in the 21<sup>st</sup> Century’**

**Thursday 15 October**

**Seminar by René de Jong and Lara van Osch – ‘Are you MAD enough?’**

**Thursday 15 October**

**Panel Sessions**

**Progressing Leadership Research and Practice**

→ We should take into account the constructive effects of conflicts in the public sphere and how this relates to public and political leadership. From conflict emanates discussion about different perspectives, minority voices and ideas that are valuable.



- “Public leadership is about being MAD: Making a Difference.”  
*Lara van Osch*
- “How to be MAD? By determining your EPICness: what sparks your energy, what is your purpose and your identity, and how can you be courageous?”  
*René de Jong*

**Thursday 15 October**

**Workshop by Dr. Sandra Resodihardjo – ‘Blame games following three festivals gone wrong’**

- “Leadership is less of what you are and more of what you do.”  
*Fabienne Corvers*
- “What helps leaders? Bravery, humor, curiosity, control and kindness.”  
*Prof. Arnold Bakker*
- “Public leaders make a difference. Let us figure out what they do, and how they do it.”  
*Prof. Richard Callahan*
- “We need that change. Where better to start than with political and public leadership?”  
*Prof. Karin Lasthuizen*
- “It takes creativity to detect creativity.”  
*Laura Werkmeister*



**Thursday 15 October**

**Plenary Panel Discussion – ‘How to progress leadership – in science and practice?’**

**Progressing Leadership Research and Practice**

→ Collaboration between academics and practitioners requires an organizational backbone. Without it, cooperation becomes difficult.

→ To truly progress public and political leadership we need long-term partnerships between science and practice focusing on impact, instead of one-time collaborations to solve an issue."

→ There is still a gap between academic research and practice. We should turn things around and start with the practitioners' needs and questions. Make academic research on public leadership relevant to societal issues. We should better engage with practitioners, formulate research questions based on societal needs, conduct research in co-production with practitioners and focus on more comprehensive research designs.

- “Collaborative leadership is not about ‘authorities’ – it is about doing things together.”  
*Prof. Sandra Schruijer*
- “We have to overcome a normative bias in political science and a heroic bias in political leadership studies.”  
*Dr. Rudolf Metz*

**Friday 16 October**

**Panel Sessions**



**Progressing Leadership Research and Practice**

→ Creeping crises could be captured in the metaphor of a ‘mushroom’ – their roots are hidden below the ground, but they can materialize themselves very suddenly.

→ To study public and political leadership we can learn from different theoretical and empirical perspectives, using different research designs, quantitative and qualitative, positivistic and ethnographical.



Friday 16 October

## Plenary Closing Session

### Key learnings and future research agenda for public and political leadership

#### Progressing Leadership Research and Practice

→ Collaborative leadership (governance) is becoming more important. However, who takes up the leadership role, how does the process of sharing leadership responsibilities unfold, and how does this relate to power structures and decision-making processes? How do we address the role of leadership in collaborative situations?

→ To what extent are we too focused, or drawn to the positive aspects of leadership – by viewing leadership as the solution to all problems – and should we not also address the potential dark sides of public and political leadership? There is a need to look more systematically into the dark side leadership and the crucial role of power in leadership relations.

- The importance of a relational view of leadership. Leadership is socially constructed. The type of leadership you enact depends on who you interact and work with.”

*Dr. Alessandro Sancino*

- “The power of the PUPOL network lies in the diversity of perspectives on public and political leadership”

*Prof. Sandra Groeneveld*

- Throughout the whole PUPOL Conference it became evident that we can all learn from each other by trying to understand each other’s scientific language.”

*Dr. Rudolf Metz*



## PUPOL – Going Forward

“PUPOL distinguishes itself by being a space in which bridges are built – scientific and theoretical bridges but also, bridges between academia and practice.

PUPOL is an open and collective international academic network and a true space for caring and development. PUPOL is collectively committed to excellence and to being relevant given societal challenges.”

*Dr. Alessandro Sancino*



**Universiteit  
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Leiden Leadership Centre



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Academic Network Public and Political Leadership

# People of PUPOL 2020

